



CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C.

August 24, 1964

The President  
The White House  
Washington, D. C. 20501

Dear Mr. President:

It is my privilege to report to you on the operation of the Federal Executive Boards organized pursuant to President Kennedy's directive of November 10, 1961.

Federal Executive Boards are functioning in twelve major metropolitan areas having a high concentration of Federal field activity: Atlanta, Boston, Chicago, Dallas-Fort Worth, Denver, Kansas City, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, and Seattle. Membership consists of the heads of local Federal offices and establishments, as designated by departmental and agency headquarters. The Boards are interagency working groups which do not require separate staff or budget resources.

During the past fiscal year, the Boards have carried out scores of projects and activities designed to improve the coordination of Federal programs at the field level, contribute to more effective program implementation, and achieve economies in the use of facilities and resources. They have been particularly active in those programs which have received special Presidential emphasis.

Equal rights

In the area of equal opportunity, the Federal Executive Boards have conducted a major educational effort within the Federal community to promote positive and continuing programs to attract and utilize minority employees. This has been the subject of numerous Board meetings, discussions, surveys and workshops, as well as intensive seminars designed to give Federal managers a deeper understanding of the cumulative effect of generations of deprivation and the actions necessary to reverse that process.

In addition, they have met with minority group organizations and leaders, and visited Negro schools and colleges to encourage minority applicants, improve curriculum offerings, and promote better placement programs. Board members have also used their influence in discussions with

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housing officials, union groups, community agencies and government contractor personnel, seeking to advance the principle of equal rights. With the passage of the recent Civil Rights legislation, the Boards have been asked to take all possible steps to promote interagency understanding, coordination, and mutual support of the Government's efforts to carry out the new law.

#### Efficiency and economy

Another major Federal Executive Board preoccupation has been the search for greater economy in the operation of the Government. All Boards have undertaken to promote the interagency sharing of equipment, facilities, space and personnel. This has included automatic data processing equipment and computers, printing and photographic facilities, law libraries, conference room space, hearing rooms, employee health units, and specialized personnel.

These sharing arrangements sponsored by the Federal Executive Boards are still in an early stage of development; however, the potential for future savings appears to be substantial. One Board reported a value of \$200,000 in shared computer services during the past year. Another Board has estimated a savings of \$544,500 to be realized through agreements on the use of common services and facilities in a new Federal Office Building currently under design and construction. Other savings through sharing arrangements have ranged from a few hundred to a few thousand dollars, but the Boards have stressed the importance of searching out all opportunities for economies, no matter how small.

The Boards have also actively promoted interagency training programs designed to increase the productivity of employees, and sponsored management conferences and seminars stressing manpower utilization, productivity measurement and management improvement. They have conducted special studies of common problem areas and arranged for demonstration and exchange of ideas and techniques for improvement.

#### Community relations

Boards engage in a wide variety of community service activities. They coordinate charitable fund drives in Federal agencies and promote the annual Savings Bond drive. The Federal Executive Boards are gradually strengthening their liaison relationship with state and local governments, as well as business and community organizations. They have been active in the field of traffic safety and have carried on extensive projects in the civil defense area.

Most Boards have held seminars jointly attended by news media representatives and Federal managers in an effort to improve the agencies' information services. Several have successfully arranged for radio program series on a "Know Your Government" theme. They maintain Federal Speakers Bureaus to respond to frequent requests from schools and civic organizations. After-hours educational opportunity for Federal employees has become a matter of Federal Executive Board interest. Youth programs are also receiving increasing support from the Boards.

Responsiveness to national programs

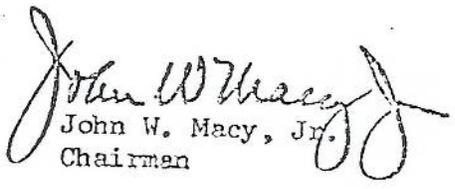
While by no means a complete listing, the activities described may serve to illustrate the range of Federal Executive Board programs during the past year, encompassing all areas in which Federal agencies have common interests, common problems, or common responsibilities. The ability of the Boards to translate these common concerns into a working community of interest, to initiate projects on a joint basis, and to create a management outlook responsive to the broadest national purposes has been consistently demonstrated.

This is a substantial contribution to the governmental process. In a span of slightly over two years the FEB concept has proven its value, backed by Presidential interest, the support of the Budget Bureau and headquarters offices, and the energy and ability of the FEB Chairmen and officers.

Much remains to be done. The tasks of achieving equal rights, efficiency and economy in Government, better program coordination, and greater management effectiveness do not have a simple point of completion. New national programs are upon us to challenge our ingenuity and initiative.

I feel certain that the Federal Executive Boards, building on their present experience and success, will continue in growing measure to fulfill their vital role in the promotion and coordination of interagency activities at the field level.

Respectfully yours,

  
John W. Macy, Jr.  
Chairman

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THE WHITE HOUSE  
WASHINGTON

September 3, 1964

Dear Mr. Chairman:

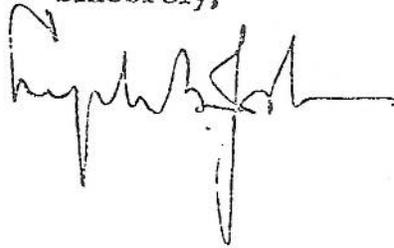
The accomplishment of all Federal programs is dependent upon the management effectiveness of our field executives. From your report on the work of the Federal Executive Boards it is apparent that this effectiveness is being advanced through this cooperative activity on the part of Government managers. I am pleased to read about the encouraging degree of progress which has been achieved during the past year.

We can and must do more -- much more -- with the facilities and resources we have. We must exploit every opportunity for savings, for eliminating duplication, for doing our work more efficiently. This is an obligation which rests on each of us -- especially on the Federal Executive Boards and their members.

During the coming year I will look to the Boards to give all possible support to our major substantive programs such as civil rights, the war on poverty, and youth assistance and training. At the same time, I hope the Boards will step up their efforts to promote greater economy and productivity in all Federal operations.

In your communications with the Federal Executive Boards, please express my personal interest in their work, my reliance upon their cooperative strength in field operation, and my best wishes for their continued success.

Sincerely,



Honorable John W. Macy, Jr.  
Chairman  
Civil Service Commission